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ABSTRACT

This book examines the organization and functions of the major departments and offices within a college and university and offers explicit advice on the best way to integrate the two to achieve efficient governance. Organizational factors such as reporting structures, types of committees, and how the administration and faculty collaborate to reach decisions are seen to play key roles in how well an institution meets its objectives. Twenty-seven general maxims drawn from general principles and the author's own experiences are identified and applied throughout the book; an example is, "supervision is work, calling for the dedication of time, energy, and know-how." After an introductory chapter, individual chapters address the following topics: (1) the President and the President's Office; (2) collaboration and consultation within and between the central administration and the faculty; (3) primary academic administration in the Office of the Dean of a School; (4) the Office of the Provost; (5) other units (such as student affairs, health sciences, and graduate education and research); (6) departmental organization; (7) faculty collaboration on personnel and educational policy decisions; and (8) faculty collaboration--the juridical role. An appendix lists the maxims. (DB)

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